

The Modular Force: DIVISION OPERATIONS

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Change is not new—our Army has been changing since day one. We are an Army that is constantly learning and modernizing.

—General Peter J. Schoomaker¹

IN SEPTEMBER 2003, the U.S. Army set in motion a fundamental shift in the way it organizes and employs forces. This transformation has affected virtually every Army formation above battalion level. Perhaps never before in the Army's history has organizational change occurred as rapidly. The evolution of the fighting force includes the creation of stand-alone command and control (C2) headquarters, standing combined arms maneuver brigades, and multifunctional support brigades; in other words, a modular force.

Set in motion by an increasingly challenging strategic environment, the Army is adapting to meet the needs of our Nation and of our allies. We have a requirement to generate more versatile expeditionary combat power to meet extended worldwide commitments. Our forces will remain engaged in full-spectrum operations across the spectrum of conflict, worldwide, for the foreseeable future. Therefore, our forces must adapt to be more responsive to the Nation's needs and the needs of geographic combatant commanders, specifically.

The modern formation, an amalgam of units selected from a menu of Army forces, is truly interoperable. The modular force division (formerly the UEx) assimilates many of the Army of Excellence (AOE) division's functions and assumes many of the AOE corps' tactical responsibilities. The force orchestrates and directs the operations of subordinate brigades.

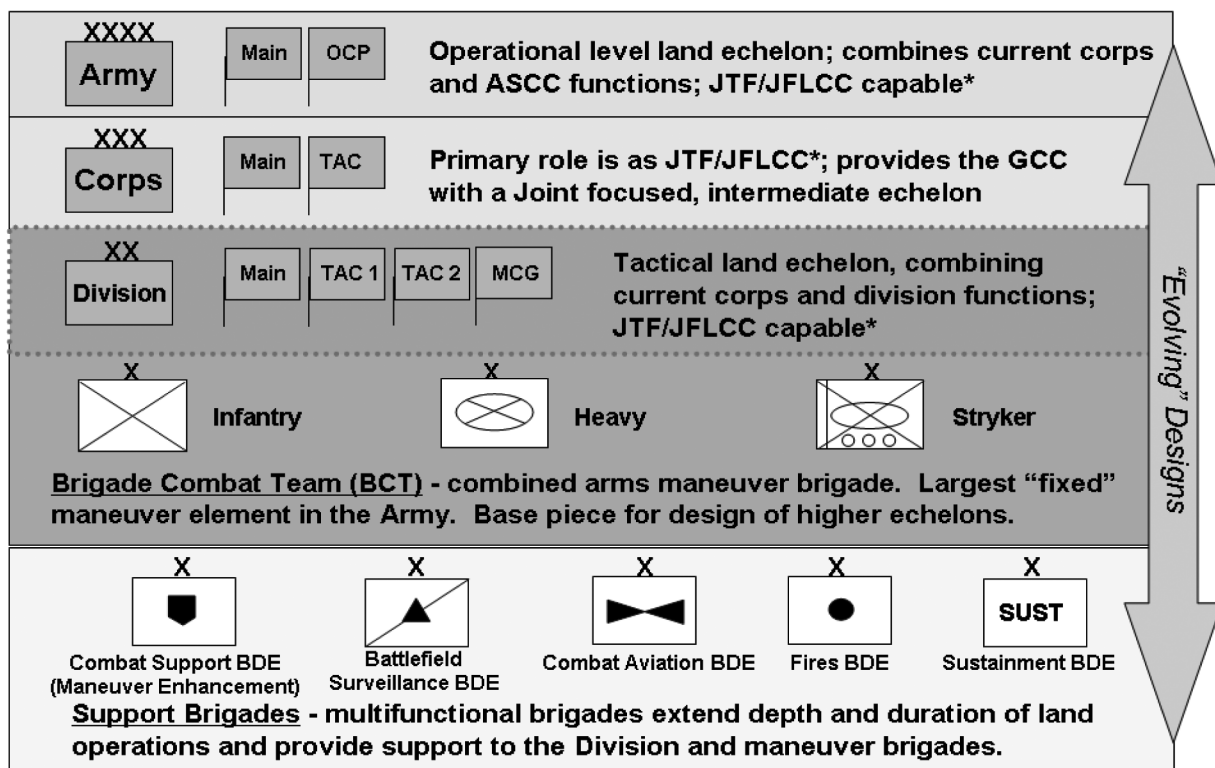
The brigade combat team (BCT) is the centerpiece of Army maneuver. Organized as heavy, infantry, or Stryker BCTs, this combined arms organization supplants the division as the Army's largest fixed maneuver formation. Five types of multifunctional support brigades, designed around Universal Joint Task List warfighting functions, not branches, complement the BCTs and provide the division with reconnaissance and surveillance, fire support, all types of aviation support, protection, and logistics. The battlefield surveillance brigade, fires brigade, combat aviation brigade, combat support brigade (maneuver enhancement), and sustainment brigade are fundamental enablers to the division. The functions of the 14 subordinate commands normally found within an AOE division are now represented in the BCT and support brigades.

Transformed Forces

The modular force division is designed to command and control Army, other service, or multinational forces fighting as part of a joint or multinational force. As a tactical Army C2 headquarters, the division's primary task is to command and control subordinate brigade-size formations to fight battles and engagements. The modular force division fills the role of Army forces headquarters for operational tasks and, with augmentation, provides the foundation for a joint task force (JTF) or joint force land component command (JFLCC) headquarters for small-scale contingency operations. (See figure 1.)

The modular force division provides a stand-alone headquarters that can deploy to provide command and control unconstrained by permanent, fixed formations of organic forces. The organic structure of the modular force division, unlike the AOE division's, is limited to a headquarters and requisite support elements that provide security, network communications, and life support. The

The U.S. Department of the Army has directed the Combined Arms Center to conduct a comprehensive review of Modular Force organizations; therefore, the internal design and workings of organizations and their relationships with subordinate brigades could change.—Editor



*Creation of JTF/JFLCC requires augmentation.

Figure 1. Transformed forces.

division provides the foundation for creating expeditionary force packages using the Army force-generation process.

Through a nearly unlimited combination of forces, the geographic combatant commander can tailor force packages to meet his discrete needs. The division can generally accept command and control of up to six maneuver BCTs or their equivalents and a complementary mix of supporting brigades. Division formations might include subordinate units from several different geographic locations and headquarters exercising training and readiness oversight. The array of forces might also include elements from Active and Reserve Components.

The division can operate with heavy, light, or Stryker BCTs in virtually any combination of light and heavy forces. Mission, enemy, troops, terrain, time, and civil considerations, as well as national and operational goals and objectives, dictate the size, composition, and depth of the division formation.

Many of the doctrinal underpinnings for how the Army conducts operations remain valid in the modular force. The new division will fight across the full spectrum of military operations as part of

the joint force. In support of joint campaigns, the division will conduct near-simultaneous offense, defense, and stability and reconstruction operations with subordinate formations in order to set conditions and achieve military objectives within an assigned area of operation (AO).

The division will also conduct civil support, offense, and defense in support of homeland security. The mission will shape which type of operation predominates. Like its AOE counterpart, the modular force division will conduct decisive, shaping, and sustaining operations. The division task organizes subordinate forces depending on their purpose, assigns missions, allocates required resources, and coordinates and synchronizes the operations of subordinate brigades to achieve operationally significant results across the area of operations. The division continuously monitors the operational level to ensure synchronization of current operations and planned future operations.

Division operations will shape the battlefield to enhance the success of maneuvering BCTs. The division will employ available assets in decisive operations to destroy enemy forces, installations,

and supplies and to negate enemy firepower. It will seek to disrupt enemy C2 and impede his operating tempo (OPTEMPO), employment, and freedom of action. In complement to maneuver, the division will execute near-simultaneous operations to ensure civil security and control and begin to reestablish essential services. The division continuously evaluates the organization of forces, adjusting functions and capabilities and reallocating resources in response to changing conditions.

The joint force commander defines the division AO. The division commander may subdivide his area and assign portions to subordinate units based on the mission and intended scheme of maneuver. Assigning areas of operation to subordinate units provides a permissive control measure that enhances freedom of action and increases flexibility for operations within prescribed boundaries. At each command echelon, the area may be subdivided as contiguous, noncontiguous, or a combination of the two. How the commander chooses to divide the battlefield might differ among like units and will be based on the mission.

In subdividing the division AO, it is imperative that the space's size and complexity not exceed the owning unit's ability to influence the area. Ownership of an assigned area also carries inherent responsibilities that include terrain management, clearance of fires, security, Army airspace C2, movement control, civil-military operations, and a requirement to develop and maintain the common operational picture (COP) for the area. The division must provide for these functions in areas not assigned to subordinate units.

Mission Command

Mission command is the conduct of military operations through decentralized execution based on mission orders for effective mission accomplishment. Successful mission command results from subordinate leaders at all echelons exercising disciplined initiative within the commander's intent to accomplish missions. It requires an environment of trust and mutual understanding.

—U.S. Army Field Manual 6-0²

Mission command enhances division C2. Within the modular force, headquarters at brigade level are designed specifically to operate using mission command and mission orders. The modular force

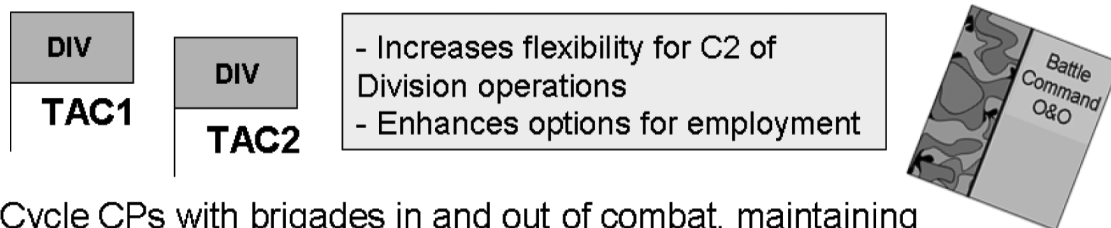
division and maneuver BCTs have more robust staffs to better enable mission orders and allow decentralized execution down to the BCTs. Mission command within the division formation empowers subordinate organizations through decentralized command and control and frees the division commander to focus on critical aspects of the operation. How the commander allocates, leverages, and resources his forces to accomplish the mission is up to him. To this end, he organizes and employs his assigned assets to weight the decisive operation.

Division C2 is structured around three command posts (CPs) and a mobile command group (MCG). This design provides the division commander with flexible options for arranging and employing his command posts to execute operations. The division CP structure enables a sliding scale of deployed C2 capabilities tailored to the commander's needs. The design facilitates employment of reachback and reach-forward capabilities and allows the division to capitalize on the potential for a decreased footprint to reduce security and sustainment requirements and to increase manning options.

The main CP, which provides the division commander with plans and analysis capabilities, can operate from home station, deploy into a sanctuary location, or move forward into theater within the bounds of acceptable risk. The main CP is equipped with a full suite of battle command systems. Although deployable, the main CP is only 50-percent mobile.

The modular force division's main CP differs from the AOE division's in that it is not normally the focal point for command and control for operations. The new division C2 structure does not include a rear CP. The functions normally associated with this element in an AOE division have largely migrated to the combat support brigade (maneuver enhancement) and the sustainment brigade.

The two tactical CPs, designed to enhance the division commander's flexibility by providing nearly unlimited options for configuration and employment, are the center of gravity for division operations. They are designed to be 100-percent deployable and 100-percent mobile. They allow the commander to cycle subordinate brigades in and out of combat in order to maintain constant pressure on enemy forces while providing seamless command and control. During periods of high OPTEMPO,



- Cycle CPs with brigades in and out of combat, maintaining seamless C2 during high OPTEMPO rapid advance
- Control separate operations for limited periods
- Cycle between operations; one TAC plans, one executes
- Control different types of operations occurring simultaneously (example offense and stability)
- Focus on different areas within the Division area of operation (main effort and “rear” area)
- Combine tactical command posts and Main command post into single headquarters
- Task organize command posts and rotate to the operational area

One TAC CP is always designated as primary/lead to ensure unity of command

Figure 2. Employing the division tactical command posts.

when rapid movement of forces is fundamental to maintaining operational momentum, the division commander may, if necessary, employ the tactical CPs in leapfrog fashion.

The tactical CPs can be employed separately, along different lines of operations, for limited periods of time. One tactical CP can be used to command and control current operations while the other controls a supporting operation (for example, receiving, staging, onward movement, and integration operations). They may also be used in combination with each other or with the main CP when required. To ensure unity of command, one of the tactical CPs is always designated the division's lead or primary CP. This designation is made in the command and signal paragraph of the operations order or plan. Commanders will normally array the CPs in pre-planned configurations, in accordance with unit standing operating procedures, to facilitate networking of battle command systems.

Tactical CPs

The MCG provides a set of air and ground platforms equipped with an extensive suite of battle

command systems that provide assured communications and an uninterrupted COP feed. The MCG allows the division commander to move about the area of operations to influence his command at the time and place of his choosing while maintaining communications with division CPs and subordinate formations. The commander will select staff officers to accompany him in the MCG based on his intent and perceived support requirements. (See figure 2.)

Although it might appear that division headquarters has grown considerably, it is actually comparable in size to the AOE headquarters with the AOE's required augmentation in place. Unlike the AOE division, the modular force division staff includes all of the Army functional specialties required for it to perform as a warfighting headquarters. The division no longer depends on subordinate formations to provide staff elements integral to operations (for example, the fire support element from division artillery or the analysis and coordination element from the military intelligence battalion). The personnel performing these functions are an organic part of the headquarters.

The new division contains the Army functions required for it to operate as Army forces, JTF, or JFLCC headquarters. As such, division headquarters provides an ideal foundation for creating a joint headquarters. Creating a JTF headquarters from the division requires joint augmentation from Joint Forces Command's Standing Joint Force Headquarters-Core Element (SJFHQ-CE) or an appropriate joint manning document. Comparative analysis of the SJFHQ-CE provides the basis for identifying joint requirements within JTF headquarters. In creating the joint headquarters, it is important to carefully consider the depth of capabilities required to conduct sustained operations and the complete integration of other service personnel to represent more than token jointness.

The division staff operates along functional lines. Sections within the main and tactical CPs are similarly organized, although not identical. Command post sections include intelligence; fires; maneuver; protection; sustainment; command, control, communications, computers, and intelligence; and the special staff. Although documented in tactical CP one, the primary staff may organize as the mission dictates. Only one tactical CP has a geospatial imagery and support cell; however, the cell can detach elements to support both tactical CPs simultaneously if required.

The new division is authorized to have two deputy commanding generals (DCGs). Unlike the AOE division, having a deputy commander focused on maneuver and one focused on sustainment, the two modular force division DCGs are not aligned by function. A DCG is documented in each of the tactical CPs, and the division chief of staff is documented in the main. The division commander is free to employ his DCGs to best fit with his intent and planned architecture for operations C2. He might choose to place a DCG with each of the tactical CPs and put the chief of staff in charge of the main CP. Alternatively, he might place a DCG in the main CP, a DCG in one of the tactical CPs, or employ some other configuration altogether. The options for command and control in the modular force division are designed with flexibility in mind.

Tailoring the division for operations will integrate and synchronize joint forces down to the tactical level. In response to the needs of the joint force commander, and through careful mission analysis,

the Army Service Component Command (ASCC) or other higher headquarters will request forces and tailor the division for the campaign. The division commander will tailor his formation and leverage available forces to accomplish a mission. The force package will typically include a mix of heavy and light forces, carefully tailored to mission requirements. Principal Army land maneuver forces will come from one of the three types of BCTs. Support brigades will complement maneuver forces. Additional reinforcing units, or units with specialized capabilities, will be attached to the division force package. These elements will be further attached down to the appropriate using brigade. Army forces not required for the mission will be detached and placed under a nondeploying headquarters' C2. Task organization of forces might be dynamic, with adjustments made in response to changing conditions.

Dynamic Task Organization

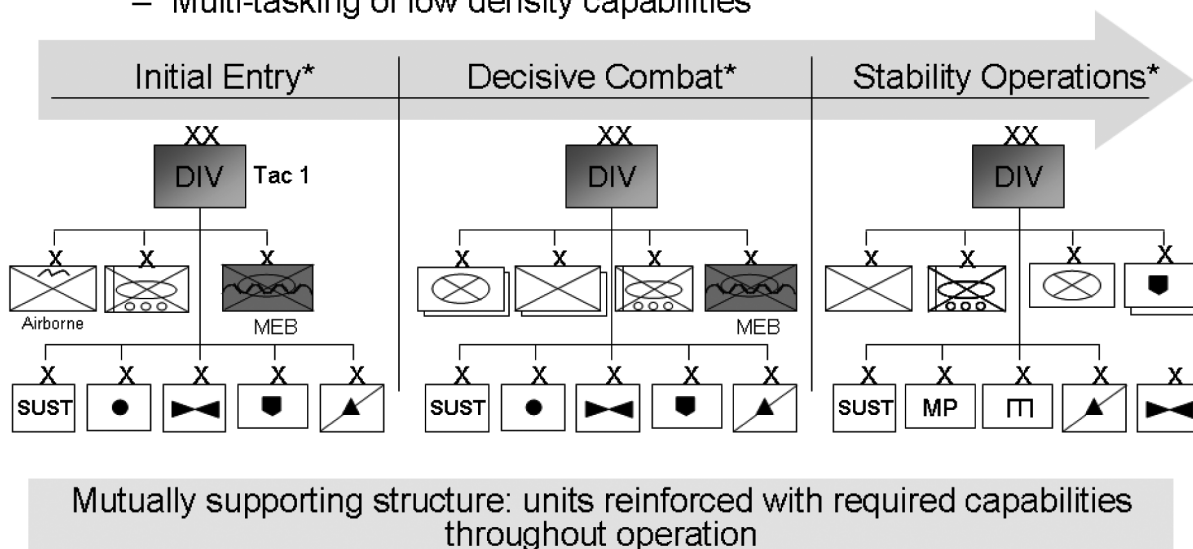
Because the modular force division has no fixed structure and is tailored for operations, planners must carefully consider the entire force package's composition. Brigade combat teams will require augmentation of special capabilities for most deployments. Support brigades are designed to augment the division and support maneuver forces. They also provide the division with reconnaissance and surveillance, fire support, all types of aviation support, protection, and logistics.

Brigade combat teams and all five types of support brigades are normally required for the division to conduct major combat operations. The fixed structure and depth of the five types of support brigades vary by type, but they generally include a C2 headquarters with communications and life support and a baseline set of functional capabilities. Additional elements within the support brigade are tailored and task organized based on the specific operation.

As part of the division force package design process, planners must account for the composition of support brigades. This process requires careful analysis of the elements of each support brigade and must account for all potential capabilities required by the division. Although this might seem to complicate the planning process, the resulting benefit is nearly unlimited flexibility in packaging forces. This flexibility translates to a purpose-built force

Modular Force task organization more dynamic

- Mission specific augmentation with needed capabilities
- Multi-tasking of low density capabilities



*Representative structure only.

Figure 3. Dynamic task organization.

with capabilities closely aligned with the discrete needs of the geographic combatant commander. The division might also be reinforced with pure branch brigades from the ASCC pool of available forces. (See figure 3.)

The modular force division represents a fundamental shift in the way Army forces are organized and employed. This reorganization and employment strategy is a significant part of the ongoing Army Transformation. The modular force division should not be viewed as a means to an end, but as a way-point in what has always been a continuous effort to improve our fighting forces.

In the current strategic environment, our Nation faces ever-increasing challenges from an adaptive, asymmetrical threat. The modular force division represents a step forward in our ability to generate and tailor more versatile combat power to meet extended worldwide commitments. Just as the threat

continues to adapt and the requirements placed on our forces change, the modular force will continue to evolve, ensuring we remain at the forefront in meeting the challenges of the environment and the needs of the Nation. **MR**

NOTES

1. GEN Peter J. Schoomaker, speech presented at the Association of the U.S. Army Eisenhower Luncheon, Washington, D.C., 7 October 2003, on-line at <www.army.mil/leaders/leaders/csa/speeches/20031007.html>, accessed 18 January 2006.

2. U.S. Army Field Manual 6-0, *Mission Command: Command and Control of Army Forces* (Washington, DC: U.S. Government Printing Office, August 2003), 1-67.

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